

San Diego Convention Center Corporation

Fiscal Year 2019
Board Approved Budget

SAN DIEGO CONVENTION CENTER CORPORATION
FY2019 BUDGET - BOARD APPROVED 03/21/18

Mar 22, 2018

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	FY2018 BUDGET	FY2018 FORECAST	FY2019 APPROVED BUDGET	FY2020 PROJECTION	FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 BUDGET		FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 FORECAST	
					\$	%	\$	%
OPERATING REVENUES								
Building Rent	\$8,726,398	\$9,459,329	\$9,510,829	\$9,106,927	\$784,431	9.0%	\$51,500	0.5%
Co-Promoted Events	400,000	0	300,000	300,000	-100,000	-25.0%	300,000	100.0%
Food & Beverage	9,828,167	9,881,220	11,793,253	11,486,481	1,965,086	20.0%	1,912,033	19.4%
Event Services	4,003,715	4,063,442	4,911,228	4,814,295	907,513	22.7%	847,786	20.9%
Utilities	4,926,921	5,720,908	6,418,337	5,631,933	1,491,416	30.3%	697,429	12.2%
Telecommunications	3,457,934	4,142,857	4,636,945	3,966,069	1,179,011	34.1%	494,088	11.9%
Audio & Visual	1,432,170	1,218,937	1,287,350	1,225,000	-144,820	-10.1%	68,413	5.6%
Naming Rights & Sponsorship	150,000	180,000	160,000	160,000	10,000	6.7%	-20,000	-11.1%
Interest & Other	260,866	233,380	347,646	343,654	86,780	33.3%	114,266	49.0%
City of San Diego	3,436,000	3,436,000	2,133,025	2,186,351	-1,302,975	-37.9%	-1,302,975	-37.9%
TOTAL OPERATING REVENUES	\$36,622,171	\$38,336,073	\$41,498,613	\$39,220,710	\$4,876,442	13.3%	\$3,162,540	8.2%
OPERATING EXPENSES								
Salaries & Wages - Full Time	\$13,109,926	\$12,893,435	\$13,810,246	\$14,225,999	-\$700,320	-5.3%	-\$916,811	-7.1%
Salaries & Wages - Part Time	3,701,908	4,140,688	4,786,798	4,738,588	-1,084,890	-29.3%	-646,110	-15.6%
Fringe Benefits	5,055,737	5,074,279	5,592,638	5,881,635	-536,901	-10.6%	-518,359	-10.2%
TOTAL PERSONNEL EXPENSES	\$21,867,571	\$22,108,402	\$24,189,682	\$24,846,222	-\$2,322,111	-10.6%	-\$2,081,280	-9.4%
General Expenses	\$2,822,575	\$2,381,325	\$2,473,482	\$4,455,396	\$349,093	12.4%	-\$92,157	-3.9%
Repair & Maintenance	2,970,124	2,931,139	2,741,523	3,280,688	228,601	7.7%	189,616	6.5%
Utilities	3,913,872	3,926,927	4,038,326	4,083,122	-124,454	-3.2%	-111,399	-2.8%
Contracted Services	759,644	1,061,904	1,255,038	968,650	-495,394	-65.2%	-193,134	-18.2%
Travel & Transportation	102,791	126,156	156,260	158,159	-53,469	-52.0%	-30,104	-23.9%
Insurance	369,126	364,055	405,357	432,695	-36,231	-9.8%	-41,302	-11.3%
Telecommunications	52,696	45,034	44,935	45,244	7,761	14.7%	99	0.2%
Sales & Marketing	2,087,958	2,184,744	2,310,136	2,371,179	-222,178	-10.6%	-125,392	-5.7%
Supplies	637,460	474,923	820,722	601,970	-183,262	-28.7%	-345,799	-72.8%
TOTAL SUPPLIES & SERVICES	\$13,716,246	\$13,496,207	\$14,245,779	\$16,397,103	-\$529,533	-3.9%	-\$749,572	-5.6%
TOTAL OPERATING EXPENSES	\$35,583,817	\$35,604,609	\$38,435,461	\$41,243,325	-\$2,851,644	-8.0%	-\$2,830,852	-8.0%
NET OPERATING REVENUES / (EXPENSES)	\$1,038,354	\$2,731,464	\$3,063,152	-\$2,022,615	\$2,024,798	195.0%	\$331,688	12.1%
NON-OPERATING EXPENSES								
Depreciation Expense	\$2,492,296	\$2,321,367	\$2,975,660	\$3,426,009	-\$483,364	-19.4%	-\$654,293	-28.2%
Interest Expense	451,438	431,450	840,450	891,362	-389,012	-86.2%	-409,000	-94.8%
Loss on Disposal of Fixed Assets	2,365	0	100,000	250,000	-97,635	-4128.3%	-100,000	-100.0%
Loan Admin Fee	0	0	0	76,500	0	0.0%	0	0.0%
TOTAL NON-OPERATING EXPENSES	\$2,946,099	\$2,752,817	\$3,916,110	\$4,643,871	-\$970,011	-32.9%	-\$1,163,293	-42.3%
TOTAL EXPENSES	\$38,529,916	\$38,357,426	\$42,351,571	\$45,887,196	-\$3,821,655	-9.9%	-\$3,994,145	-10.4%
NET REVENUES / (EXPENSES)	-\$1,907,745	-\$21,353	-\$852,958	-\$6,666,486	\$1,054,787	55.3%	-\$831,605	-3894.6%

SAN DIEGO CONVENTION CENTER CORPORATION
FY2019 BUDGET - BOARD APPROVED 03/21/18

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ACCOUNT TITLE	FY2018 BUDGET	FY2018 FORECAST	FY2019 APPROVED BUDGET	FY2020 PROJECTION	FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 BUDGET		FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 FORECAST	
					\$	%	\$	%
OPERATING REVENUES								
BUILDING RENT								
Rentals - Convention & Trade Shows	\$11,466,515	\$10,733,416	\$11,845,330	\$11,394,475	\$378,815	3.3%	\$1,111,914	10.4%
Rentals - Corporate Events	789,150	691,900	2,109,425	1,826,600	1,320,275	167.3%	1,417,525	204.9%
Rentals - National Trade Shows	93,250	79,000	31,900	0	-61,350	-65.8%	-47,100	-59.6%
Rentals - Local Trade Shows	202,700	219,125	142,690	146,090	-60,010	-29.6%	-76,435	-34.9%
Rentals - Consumer Shows	963,350	875,850	1,104,850	1,018,800	141,500	14.7%	229,000	26.1%
Rentals - Meetings & Seminars	405,160	467,741	384,175	402,105	-20,985	-5.2%	-83,566	-17.9%
Rentals - Community Events	228,550	974,900	652,240	406,000	423,690	185.4%	-322,660	-33.1%
Rentals - Canceled Events	10,278	584,378	48,000	0	37,722	367.0%	-536,378	-91.8%
BUILDING RENT - GROSS	\$14,158,953	\$14,626,310	\$16,318,610	\$15,194,070	\$2,159,657	15.3%	\$1,692,300	11.6%
RENTAL CREDITS								
Rental Credit - C/T	-\$4,534,527	-\$4,127,411	-\$4,736,204	-\$4,382,254	-\$201,677	-4.4%	-\$608,793	-14.7%
Rental Credit - C/I	-419,000	-403,213	-1,308,622	-1,089,279	-889,622	-212.3%	-905,409	-224.5%
Rental Credit - NT	-10,988	-16,738	-3,000	0	7,988	72.7%	13,738	82.1%
Rental Credit - LT	-51,200	-52,790	-17,700	-26,850	33,500	65.4%	35,090	66.5%
Rental Credit - CS	-267,320	-297,590	-417,920	-324,260	-150,600	-56.3%	-120,330	-40.4%
Rental Credit - MS	-106,000	-87,566	-68,550	-69,000	37,450	35.3%	19,016	21.7%
Rental Credit - CE	-43,520	-181,673	-255,785	-195,500	-212,265	-487.7%	-74,112	-40.8%
RENTAL CREDITS	-\$5,432,555	-\$5,166,981	-\$6,807,781	-\$6,087,143	-\$1,375,226	-25.3%	-\$1,640,800	-31.8%
BUILDING RENT - NET	\$8,726,398	\$9,459,329	\$9,510,829	\$9,106,927	\$784,431	9.0%	\$51,500	0.5%
CO-PROMOTED EVENTS								
Co-Promoted Events	\$400,000	\$0	\$300,000	\$300,000	-\$100,000	-25.0%	\$300,000	100.0%
CO-PROMOTED EVENTS	\$400,000	\$0	\$300,000	\$300,000	-\$100,000	-25.0%	\$300,000	100.0%
FOOD & BEVERAGE								
Commissions - Food & Beverage	\$8,117,937	\$7,966,358	\$9,971,568	\$9,809,874	\$1,853,631	22.8%	\$2,005,210	25.2%
Commissions - Tides Concessions	18,900	9,488	0	0	-18,900	-100.0%	-9,488	-100.0%
Commissions - Specialty Contractors	316,095	262,897	233,028	245,423	-83,067	-26.3%	-29,869	-11.4%
Commissions - Booth Catering	345,240	591,607	515,592	452,592	170,352	49.3%	-76,015	-12.8%
Commissions - Starbucks	342,495	363,370	448,065	353,592	105,570	30.8%	84,695	23.3%
Food & Beverage Premium	687,500	687,500	625,000	625,000	-62,500	-9.1%	-62,500	-9.1%
FOOD & BEVERAGE	\$9,828,167	\$9,881,220	\$11,793,253	\$11,486,481	\$1,965,086	20.0%	\$1,912,033	19.4%
EVENT SERVICES								
Booth Cleaning	\$837,207	\$983,868	\$1,670,379	\$1,665,413	\$833,172	99.5%	\$686,511	69.8%
Commissions - Business Center	156,000	171,232	165,000	165,000	9,000	5.8%	-6,232	-3.6%
Labor Services	348,166	236,052	318,687	310,310	-29,479	-8.5%	82,635	35.0%
HVAC Services	34,250	50,360	32,000	36,000	-2,250	-6.6%	-18,360	-36.5%
Guest Services	113,968	104,404	128,227	107,536	14,259	12.5%	23,823	22.8%
Cleaning Services	815,776	808,268	902,678	865,352	86,902	10.7%	94,410	11.7%
Move-In/Move-Out Allowance	51,000	42,000	61,500	52,000	10,500	20.6%	19,500	46.4%
Public Safety	171,303	151,381	220,848	189,750	49,545	28.9%	69,467	45.9%
Equipment Rental	168,314	213,758	128,870	122,942	-39,444	-23.4%	-84,888	-39.7%
Ancillary Business Services	0	11,548	12,000	12,000	12,000	100.0%	452	3.9%
ATM Services	39,500	30,500	32,000	29,000	-7,500	-19.0%	1,500	4.9%
Advertising	727,613	750,000	775,000	785,000	47,387	6.5%	25,000	3.3%
Restaurant Booth - Other	3,000	0	0	0	-3,000	-100.0%	0	0.0%
Advertising - Artwork	6,500	6,500	6,750	6,750	250	3.8%	250	3.8%
Social Media Marketing	16,667	0	0	0	-16,667	-100.0%	0	0.0%
Housing Reservation Services	107,500	101,000	45,000	75,000	-62,500	-58.1%	-56,000	-55.4%
Trash Pulls	244,475	235,200	249,850	228,983	5,375	2.2%	14,650	6.2%
Truck Marshalling	162,476	167,371	162,439	163,259	-37	0.0%	-4,932	-2.9%
EVENT SERVICES	\$4,003,715	\$4,063,442	\$4,911,228	\$4,814,295	\$907,513	22.7%	\$847,786	20.9%
UTILITIES								
Commissions - Utilities	\$4,886,553	\$5,680,540	\$6,377,969	\$5,591,565	\$1,491,416	30.5%	\$697,429	12.3%
Maintenance Services	40,368	40,368	40,368	40,368	0	0.0%	0	0.0%
UTILITIES	\$4,926,921	\$5,720,908	\$6,418,337	\$5,631,933	\$1,491,416	30.3%	\$697,429	12.2%

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					\$	%	\$	%
TELECOMMUNICATIONS								
Cell Site Revenue	\$0	\$533,762	\$61,872	\$63,728	\$61,872	100.0%	-\$471,890	-88.4%
Commissions - Telecommunications	2,971,802	3,389,095	4,170,203	3,485,477	1,198,401	40.3%	781,108	23.0%
Commissions - DAS	352,800	193,550	399,870	411,864	47,070	13.3%	206,320	106.6%
Commissions - Digital Marketing	125,832	21,150	0	0	-125,832	-100.0%	-21,150	-100.0%
Commissions - Device Services	7,500	5,300	5,000	5,000	-2,500	-33.3%	-300	-5.7%
TELECOMMUNICATIONS	\$3,457,934	\$4,142,857	\$4,636,945	\$3,966,069	\$1,179,011	34.1%	\$494,088	11.9%
AUDIO & VISUAL								
Commissions - Audio/Visual	\$1,299,920	\$1,033,937	\$1,100,000	\$1,100,000	-\$199,920	-15.4%	\$66,063	6.4%
Commissions - Rigging	132,250	185,000	187,350	125,000	55,100	41.7%	2,350	1.3%
AUDIO & VISUAL	\$1,432,170	\$1,218,937	\$1,287,350	\$1,225,000	-\$144,820	-10.1%	\$68,413	5.6%
NAMING RIGHTS & SPONSORSHIP								
Sponsorship - Inside	150,000	180,000	160,000	160,000	10,000	6.7%	-20,000	-11.1%
NAMING RIGHTS & SPONSORSHIP	\$150,000	\$180,000	\$160,000	\$160,000	\$10,000	6.7%	-\$20,000	-11.1%
INTEREST & OTHER								
Building Damage Recovery	\$28,000	\$21,900	\$28,000	\$28,000	\$0	0.0%	\$6,100	27.9%
Business Referral	20,000	0	10,000	10,000	-10,000	-50.0%	10,000	100.0%
Ancillary Business Development	25,000	0	0	0	-25,000	-100.0%	0	0.0%
Interest Income - Other	4,300	69,000	87,000	90,000	82,700	1923.3%	18,000	26.1%
Gain on Exchange	0	21,638	22,896	22,896	22,896	100.0%	1,258	5.8%
Miscellaneous Income - Other	34,000	33,890	34,250	34,250	250	0.7%	360	1.1%
Miscellaneous Income - Recycle Rebates	133,066	76,952	152,000	145,008	18,934	14.2%	75,048	97.5%
Event Insurance	1,500	0	1,500	1,500	0	0.0%	1,500	100.0%
Facility Access Fee	15,000	10,000	12,000	12,000	-3,000	-20.0%	2,000	20.0%
INTEREST & OTHER	\$260,866	\$233,380	\$347,646	\$343,654	\$86,780	33.3%	\$114,266	49.0%
City of San Diego	\$3,436,000	\$3,436,000	\$2,133,025	\$2,186,351	-\$1,302,975	-37.9%	-\$1,302,975	-37.9%
TOTAL OPERATING REVENUES	\$36,622,171	\$38,336,073	\$41,498,613	\$39,220,710	\$4,876,442	13.3%	\$3,162,540	8.2%
OPERATING EXPENSES								
SALARIES & WAGES								
Salaries & Wages - Full Time	\$12,583,762	\$12,382,976	\$13,244,808	\$13,641,329	-\$661,046	-5.3%	-\$861,832	-7.0%
Overtime Wages - Full Time	59,214	64,134	61,735	63,171	-2,521	-4.3%	2,399	3.7%
Performance Awards	90,250	87,250	120,500	126,800	-30,250	-33.5%	-33,250	-38.1%
Vacation Accrual	-29,300	-34,256	-40,077	-49,745	10,777	-36.8%	5,821	-17.0%
Vacation Expense	406,000	393,331	423,280	444,444	-17,280	-4.3%	-29,949	-7.6%
Regular Wages - Part Time	3,658,984	4,102,370	4,742,681	4,692,986	-1,083,697	-29.6%	-640,311	-15.6%
Overtime Wages - Part Time	42,924	38,318	44,117	45,602	-1,193	-2.8%	-5,799	-15.1%
SALARIES & WAGES	\$16,811,834	\$17,034,123	\$18,597,044	\$18,964,587	-\$1,785,210	-10.6%	-\$1,562,921	-9.2%
Social Security Tax	\$1,208,767	\$1,226,201	\$1,339,207	\$1,359,981	-\$130,440	-10.8%	-\$113,006	-9.2%
Unemployment Insurance	45,000	61,856	56,325	43,000	-11,325	-25.2%	5,531	8.9%
Health Insurance	1,755,500	1,759,484	2,019,328	2,211,121	-263,828	-15.0%	-259,844	-14.8%
Health Insurance - PT	40,743	26,434	25,000	27,116	15,743	38.6%	1,434	5.4%
Worker's Comp Insurance	283,381	267,654	301,436	314,140	-18,055	-6.4%	-33,782	-12.6%
Worker's Comp Insurance - Claim	250,000	332,603	250,000	250,000	0	0.0%	82,603	24.8%
Life Insurance	32,426	31,506	34,197	35,236	-1,771	-5.5%	-2,691	-8.5%
Long Term Disability Insurance	31,601	30,659	33,323	34,340	-1,722	-5.4%	-2,664	-8.7%
Retirement Plans	1,338,417	1,261,264	1,395,139	1,464,232	-56,722	-4.2%	-133,875	-10.6%
Retirement Plans - Union	69,902	76,618	96,683	100,469	-26,781	-38.3%	-20,065	-26.2%
Parking Subsidy	0	0	42,000	42,000	-42,000	-100.0%	-42,000	-100.0%
EMPLOYEE BENEFITS	\$5,055,737	\$5,074,279	\$5,592,638	\$5,881,635	-\$536,901	-10.6%	-\$518,359	-10.2%
TOTAL PERSONNEL EXPENSES	\$21,867,571	\$22,108,402	\$24,189,682	\$24,846,222	-\$2,322,111	-10.6%	-\$2,081,280	-9.4%

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					\$	%	\$	%
SUPPLIES AND SERVICES								
GENERAL EXPENSES								
Advertising - Purchasing	\$12,000	\$9,000	\$12,000	\$12,000	\$0	0.0%	-\$3,000	-33.3%
Advertising - Recruiting	7,375	4,825	14,375	15,000	-7,000	-94.9%	-9,550	-197.9%
Archive & File Retention	650	650	670	690	-20	-3.1%	-20	-3.1%
Bad Debts - Unpaid Charges	3,000	10,000	4,000	4,000	-1,000	-33.3%	6,000	60.0%
Bank Charges/Armored Car Service	3,941	3,365	3,473	3,265	468	11.9%	-108	-3.2%
Board of Directors	2,500	5,000	10,000	10,000	-7,500	-300.0%	-5,000	-100.0%
Books & Periodicals	4,511	4,287	4,458	4,388	53	1.2%	-171	-4.0%
Cash Short/Over	0	51	0	0	0	0.0%	51	100.0%
Copier - Supplies/Services	52,004	52,900	52,500	52,000	-496	-1.0%	400	0.8%
Credit Card Service Charges	57,650	95,525	156,068	162,086	-98,418	-170.7%	-60,543	-63.4%
Employee Recognition	24,977	24,977	26,739	2,500	-1,762	-7.1%	-1,762	-7.1%
Employment Screening/Physicals	9,646	53,318	15,646	10,000	-6,000	-62.2%	37,672	70.7%
Equipment Rental	17,684	13,111	13,388	13,788	4,296	24.3%	-277	-2.1%
FF&E \$5,000 & Under	2,125,439	1,595,250	1,598,131	3,608,328	527,308	24.8%	-2,881	-0.2%
Meetings - Business	26,690	36,890	42,450	42,805	-15,760	-59.0%	-5,560	-15.1%
Memberships	33,280	33,681	35,584	33,810	-2,304	-6.9%	-1,903	-5.7%
Parking Validations	500	300	500	550	0	0.0%	-200	-66.7%
Photography & Blueprints	7,497	5,928	6,400	6,400	1,097	14.6%	-472	-8.0%
Postage & Delivery Bulk	7,100	7,100	6,500	7,300	600	8.5%	600	8.5%
Postage & Delivery Service	11,350	8,750	9,610	9,900	1,740	15.3%	-860	-9.8%
Printing - Advertising Artwork	3,200	3,200	3,500	3,500	-300	-9.4%	-300	-9.4%
Printing - Communications	99,300	95,000	98,800	97,500	500	0.5%	-3,800	-4.0%
Printing - General	10,875	11,375	11,050	10,720	-175	-1.6%	325	2.9%
Recruiting Expenses	11,688	5,650	12,300	12,300	-612	-5.2%	-6,650	-117.7%
Regulatory Fees	4,861	5,580	5,614	5,790	-753	-15.5%	-34	-0.6%
Special Event Expenses	1,000	10,000	20,000	20,000	-19,000	-1900.0%	-10,000	-100.0%
Staff Training	71,118	71,547	89,725	80,500	-18,607	-26.2%	-18,178	-25.4%
Storage/Recovery - Offsite	75,940	76,377	78,362	80,567	-2,422	-3.2%	-1,985	-2.6%
Truck Marshalling	136,799	137,688	141,639	145,709	-4,840	-3.5%	-3,951	-2.9%
GENERAL	\$2,822,575	\$2,381,325	\$2,473,482	\$4,455,396	\$349,093	12.4%	-\$92,157	-3.9%
REPAIR AND MAINTENANCE								
Equipment Fuel	\$27,813	\$25,101	\$20,826	\$21,364	\$6,987	25.1%	\$4,275	17.0%
R/M Dewatering	17,820	17,870	17,820	17,820	0	0.0%	50	0.3%
Pest Control	6,695	6,695	6,831	6,974	-136	-2.0%	-136	-2.0%
R/M Building Automation System	29,200	29,200	29,200	29,200	0	0.0%	0	0.0%
R/M Closed Circuit TV	13,048	13,048	14,524	14,524	-1,476	-11.3%	-1,476	-11.3%
Software & Application Maintenance Services	236,577	240,600	347,234	340,048	-110,657	-46.8%	-106,634	-44.3%
R/M Website	15,327	16,855	28,755	28,755	-13,428	-87.6%	-11,900	-70.6%
R/M Elevator/Escalator	453,046	437,575	438,054	437,639	14,992	3.3%	-479	-0.1%
R/M Fire System	118,200	149,900	147,650	179,500	-29,450	-24.9%	2,250	1.5%
R/M General Building	1,231,898	1,212,365	815,094	1,366,350	416,804	33.8%	397,271	32.8%
R/M HVAC Equipment	167,025	158,000	253,950	253,950	-86,925	-52.0%	-95,950	-60.7%
R/M Kitchen Equipment	101,600	38,441	19,100	22,500	82,500	81.2%	19,341	50.3%
R/M Electrical	16,260	34,910	48,695	14,800	-32,435	-199.5%	-13,785	-39.5%
R/M Other Equipment	92,954	91,817	96,978	97,112	-4,024	-4.3%	-5,161	-5.6%
R/M Parking Area	1,500	1,500	1,500	1,500	0	0.0%	0	0.0%
R/M Sound System	46,092	22,092	19,792	19,900	26,300	57.1%	2,300	10.4%
Small Tools, Parts, & Materials	23,050	21,711	25,710	26,787	-2,660	-11.5%	-3,999	-18.4%
Trash Removal	152,188	157,300	174,784	175,339	-22,596	-14.8%	-17,484	-11.1%
Uniforms - Cleaning/Rental	213,331	252,948	228,331	219,730	-15,000	-7.0%	24,617	9.7%
Window Washing	6,500	3,211	6,695	6,896	-195	-3.0%	-3,484	-108.5%
REPAIR & MAINTENANCE	\$2,970,124	\$2,931,139	\$2,741,523	\$3,280,688	\$228,601	7.7%	\$189,616	6.5%
UTILITIES								
Utilities - Electrical	\$3,417,773	\$3,443,214	\$3,517,631	\$3,552,807	-\$99,858	-2.9%	-\$74,417	-2.2%
Utilities - Gas	173,146	158,603	172,744	177,926	402	0.2%	-14,141	-8.9%
Utilities - Water/Sewer	322,953	325,110	347,951	352,389	-24,998	-7.7%	-22,841	-7.0%
UTILITIES	\$3,913,872	\$3,926,927	\$4,038,326	\$4,083,122	-\$124,454	-3.2%	-\$111,399	-2.8%

SAN DIEGO CONVENTION CENTER CORPORATION
FY2019 BUDGET - BOARD APPROVED 03/21/18

Mar 22, 2018

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ACCOUNT TITLE	FY2018 BUDGET	FY2018 FORECAST	FY2019 APPROVED BUDGET	FY2020 PROJECTION	FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 BUDGET		FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 FORECAST	
					\$	%	\$	%
CONTRACTED SERVICES								
Audit Services	\$38,927	\$47,500	\$44,728	\$46,500	-\$5,801	-14.9%	\$2,772	5.8%
Contracted Labor	0	195,341	25,000	21,000	-25,000	-100.0%	170,341	87.2%
Legal Services	195,000	205,000	271,000	255,000	-76,000	-39.0%	-66,000	-32.2%
Other Professional Services	517,557	605,903	905,810	643,150	-388,253	-75.0%	-299,907	-49.5%
Payroll Processing	8,160	8,160	8,500	3,000	-340	-4.2%	-340	-4.2%
CONTRACTED SERVICES	\$759,644	\$1,061,904	\$1,255,038	\$968,650	-\$495,394	-65.2%	-\$193,134	-18.2%
TRAVEL / TRANSPORTATION								
Automotive - Allowance	\$18,600	\$21,400	\$22,800	\$22,800	-\$4,200	-22.6%	-\$1,400	-6.5%
Automotive - Gas	1,415	975	1,150	1,235	265	18.7%	-175	-17.9%
Automotive - Operating	3,141	29,060	30,692	31,346	-27,551	-877.1%	-1,632	-5.6%
Travel - Local Mileage & Parking	4,075	3,662	4,496	4,450	-421	-10.3%	-834	-22.8%
Travel - Out of Town - Board	10,000	10,000	10,000	10,000	0	0.0%	0	0.0%
Travel - Out of Town - Staff	65,560	61,059	87,122	88,328	-21,562	-32.9%	-26,063	-42.7%
TRAVEL AND TRANSPORTATION	\$102,791	\$126,156	\$156,260	\$158,159	-\$53,469	-52.0%	-\$30,104	-23.9%
INSURANCE								
Insurance - Auto	\$6,630	\$5,484	\$6,050	\$6,353	\$580	8.7%	-\$566	-10.3%
Insurance - Deductible Reserve	20,000	13,500	25,000	25,000	-5,000	-25.0%	-11,500	-85.2%
Insurance - Directors/Officers	46,010	42,558	43,840	45,155	2,170	4.7%	-1,282	-3.0%
Insurance - Liability	120,436	124,461	133,633	140,315	-13,197	-11.0%	-9,172	-7.4%
Insurance - Paid Claims	3,000	2,000	3,000	3,000	0	0.0%	-1,000	-50.0%
Insurance - Property	169,600	172,602	190,384	209,422	-20,784	-12.3%	-17,782	-10.3%
Insurance - Event	2,700	2,700	2,700	2,700	0	0.0%	0	0.0%
Insurance - Travel	750	750	750	750	0	0.0%	0	0.0%
INSURANCE	\$369,126	\$364,055	\$405,357	\$432,695	-\$36,231	-9.8%	-\$41,302	-11.3%
TELECOMMUNICATIONS								
Communication Services	\$45,332	\$34,699	\$34,600	\$34,600	\$10,732	23.7%	\$99	0.3%
Long Distance Services	3,664	3,714	3,714	3,825	-50	-1.4%	0	0.0%
Supplies - Telecommunications	3,700	6,621	6,621	6,819	-2,921	-78.9%	0	0.0%
TELECOMMUNICATIONS	\$52,696	\$45,034	\$44,935	\$45,244	\$7,761	14.7%	\$99	0.2%
SALES & MARKETING								
Client Promotion & Entertainment	\$60,300	\$54,000	\$57,575	\$59,800	\$2,725	4.5%	-\$3,575	-6.6%
Marketing & Promotion Materials	12,090	10,835	12,955	14,350	-865	-7.2%	-2,120	-19.6%
Travel - Out of Town - Sales	84,568	73,909	106,581	110,678	-22,013	-26.0%	-32,672	-44.2%
Marketing Contract Payment	1,931,000	2,046,000	2,133,025	2,186,351	-202,025	-10.5%	-87,025	-4.3%
SALES & MARKETING	\$2,087,958	\$2,184,744	\$2,310,136	\$2,371,179	-\$222,178	-10.6%	-\$125,392	-5.7%
SUPPLIES								
Supplies - Information Systems	\$3,800	\$3,000	\$3,800	\$3,900	\$0	0.0%	-\$800	-26.7%
Supplies - Ergonomics	2,500	2,000	2,500	2,500	0	0.0%	-500	-25.0%
Supplies - Event Services	8,400	11,078	8,660	8,920	-260	-3.1%	2,418	21.8%
Supplies - Housekeeping	301,221	293,725	311,348	267,323	-10,127	-3.4%	-17,623	-6.0%
Supplies - Landscaping	260,842	94,842	427,242	255,642	-166,400	-63.8%	-332,400	-350.5%
Supplies - Medical	900	950	6,450	1,045	-5,550	-616.7%	-5,500	-578.9%
Supplies - Office	34,643	34,474	35,568	36,541	-925	-2.7%	-1,094	-3.2%
Supplies - Security	3,475	3,175	1,825	3,100	1,650	47.5%	1,350	42.5%
Supplies - Wardrobe	21,679	31,679	23,329	22,999	-1,650	-7.6%	8,350	26.4%
SUPPLIES	\$637,460	\$474,923	\$820,722	\$601,970	-\$183,262	-28.7%	-\$345,799	-72.8%
TOTAL SUPPLIES & SERVICES	\$13,716,246	\$13,496,207	\$14,245,779	\$16,397,103	-\$529,533	-3.9%	-\$749,572	-5.6%
TOTAL OPERATING EXPENSES	\$35,583,817	\$35,604,609	\$38,435,461	\$41,243,325	-\$2,851,644	-8.0%	-\$2,830,852	-8.0%
NET OPERATING REVENUES / EXPENSES	\$1,038,354	\$2,731,464	\$3,063,152	-\$2,022,615	\$2,024,798	195.0%	\$331,688	12.1%

ACCOUNT TITLE	FY2018 BUDGET	FY2018 FORECAST	FY2019 APPROVED BUDGET	FY2020 PROJECTION	FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 BUDGET		FAVORABLE (UNFAVORABLE) FY2019 BUDGET to FY2018 FORECAST	
					\$	%	\$	%
					NON-OPERATING EXPENSES			
Depreciation Expense	\$2,492,296	\$2,321,367	\$2,975,660	\$3,426,009	-\$483,364	-19.4%	-\$654,293	-28.2%
Interest Expense	451,438	431,450	840,450	891,362	-389,012	-86.2%	-409,000	-94.8%
Loss on Disposal of Fixed Assets	2,365	0	100,000	250,000	-97,635	-4128.3%	-100,000	-100.0%
Loan Admin Fee	0	0	0	76,500	0	0.0%	0	0.0%
TOTAL NON-OPERATING EXPENSES	\$2,946,099	\$2,752,817	\$3,916,110	\$4,643,871	-\$970,011	-32.9%	-\$1,163,293	-42.3%
TOTAL EXPENSES	\$38,529,916	\$38,357,426	\$42,351,571	\$45,887,196	-\$3,821,655	-9.9%	-\$3,994,145	-10.4%
NET REVENUES / (EXPENSES)	-\$1,907,745	-\$21,353	-\$852,958	-\$6,666,486	\$1,054,787	55.3%	-\$831,605	-3894.6%